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## IMPROVING THE QUALITY OF CITY SERVICES THROUGH BETTER USE OF RESOURCES

*Mayor Kilpatrick proposes a number of operational reorganizations  
in the 2003-2004 Executive Budget*

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In 2002-2003, the Mayor proposed a number of reorganizations to improve the coordination of city services and save city money.

In his responsibility for implementing programs, services and activities, the Mayor proposes additional changes in 2003-2004. More agency operations will be consolidated, and new processes will be implemented, including a Program Management Office to initiate re-engineering of key agencies and operations.

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This change better utilizes City resources:

- ✓ More integration of related operations and visibility for smaller services
- ✓ Immediate savings on support positions and equipment through redeployment
  - ✓ Stronger, more effective enforcement

2002-03 Operation	Reorganized Initiative
Cultural Affairs Department  Civic Center Department  Recreation Department – Special Programs Unit, Eastern Market Unit	<b>Department of Cultural Affairs and Tourism</b> (118 positions)  <i>More efficiently uses cultural planning and promotional resources to maximize downtown activities and patronage of the City’s tourist and event facilities and to increase the coordination of all Detroit cultural, tourism and promotional efforts. Consolidates responsibility for facilities planning, maintenance, security, operations, and building services for Hart Plaza, Chene Park, Eastern Market and the Cobo Convention Center. Also bolsters event planning, and provides leadership for promoting Detroit as a destination, in order to better maximize potential dollars from tourism.</i>
Consumer Affairs Department – Advocacy Division	<b>Senior Citizens Department – Office of the Consumer Advocate</b> (3 positions)  <i>Staff have already begun to coordinate community outreach through the Customer Service Outreach Team, reaching more people. A consolidated approach to intake and to information and referral services will be more efficient.</i>
Consumer Affairs Department – Licenses and Permits Division	<b>Buildings and Safety Engineering – Business License Center</b> (13 full-time positions and 3 contractual investigators)  <i>BSE’s long involvement in the business licensing process will translate into more coordination and more streamlined management.</i>
Consumer Affairs Department – Weights and Measures Division	<b>Police Department – Traffic Enforcement Section</b> (4 positions transferred)  <i>Police already enforce traffic and inspect taxicab meter seals.</i>

Recreation Department Forestry and Landscape	<b>Department of Public Works – Street Maintenance Division</b> (14 positions)  <i>DPW, which already maintains over 2,500 miles of streets in the city, assumes maintenance of trees and grass on boulevards, greenways, and beltways, so Recreation can focus on its core mission of parks and recreation centers.</i>
	<b>Detroit Historical Museum (\$50,000)</b>  <i>More careful conservation of City-owned, often historic, sculptures</i>
Municipal Ordinance Violations Bureau – enforces civil infractions through 36 <sup>th</sup> District Court of Michigan	<b>Department of Administrative Hearings</b> (6 positions, 3 contractual hearings officers, ticket processing system, \$2.7 million)  <i>Will improve conditions in Detroit by confronting the overburdened 36<sup>th</sup> District Court, multiple existing City administrative hearings procedures, disproportionate penalties for violations, and time-consuming adjudication procedures with a streamlined and still expedient, independent system for enforcing “quality of life” municipal civil infractions violations.</i>
	<b>Buildings and Safety Engineering Department</b> (\$1 million revenue) and <b>Department of Environmental Affairs</b> (\$2.8 million revenue)  <i>Proactive ticketing with higher penalties, aggressively pursued</i>
	<b>Law Department Collections Unit</b> (Assistant Corp Counsel, Legal Assistant, Records Specialist, 3 Office Assistants added)  <i>The Law Department will aggressively approach delinquent municipal civil infractions judgments, working in conjunction with Finance’s Accounts Receivable Unit to file garnishments and liens on delinquent accounts.</i>
Decentralized and ad-hoc process improvement and project management efforts	<b>Program Management Office</b> (7 positions added)  <i>Recommended by the Committee on Operational and Financial Re-engineering to undertake a thorough examination of every part of city government. Staff will formalize project initiation and deploy consistent methodologies in resource and service planning. Management services and oversight will ensure fiscal accountability and timely, quality results.</i>
	<b>Grants Acquisition Office</b> (6 positions added)  <i>Centralizes effective salesmanship, relationship building, public relations, and creative approaches to grant opportunities, in order to maximize external resources and program innovation in city service delivery.</i>